

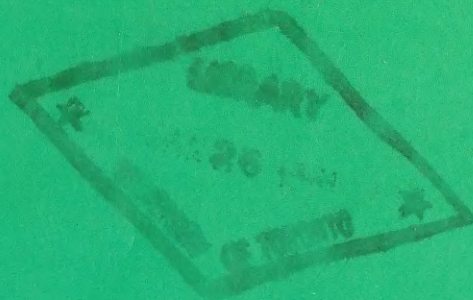
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Government
Publications

Ontario Ministry of Natural Resources

MANAGEMENT
IMPROVEMENT
~ PLAN ~
STATUS REPORT
1979

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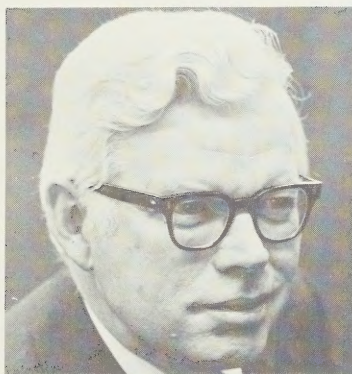
MINISTER



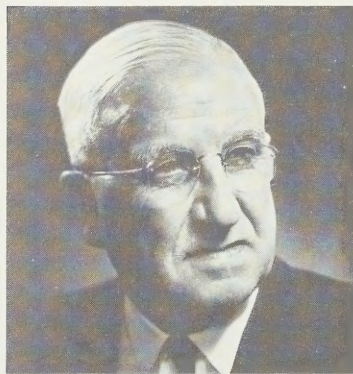
Paul Yakabuski, MPP
Parliamentary Assistant

Hon. James A. C. Auld
Minister of Natural Resources

Grant Ferguson, Q.C.
Mining and Lands
Commissioner



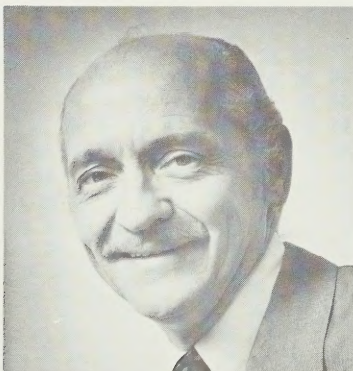
James Allan
Chairman
The Niagara Parks Commission



Clarke Rollins, MPP
Chairman
The St. Lawrence Parks
Commission



Jack Kennedy
Chairman
St. Clair Parkway
Commission



Dr. Vidar Nordin
Chairman
Algonquin Forestry Authority

MANAGEMENT IMPROVEMENT PLAN

STATUS REPORT 1979

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From the Deputy Minister: Last year, on the first anniversary of the Ministry's Management Improvement Plan, I outlined to you the developments and accomplishments of that initial year. Significant progress had been made towards developing an over-all management philosophy and we had embarked on a number of projects designed to improve the management performance of the Ministry.

On this second anniversary, I am happy to report that our efforts are showing tangible results. The following is to bring you up to date on the major management improvement activities as well as the highlights of the Ministry's program accomplishments during the past 12 months.

MANAGEMENT IMPROVEMENT Organization

To emphasize the development of integrated policies and program priorities across the Ministry, a Policy and Priorities Committee was established during the initial stages of the Management Improvement process. Under the chairmanship of Art Herridge, Assistant Deputy Minister, this committee made a major contribution to improved decision-making in the Ministry.

With Art Herridge's appointment as Deputy Minister, Ministry of Northern Affairs, earlier this year, I felt that it was time to evaluate the future role of the Policy and Priorities Committee. This evaluation indicated that it would be appropriate for me to become more directly involved in the policy formulation and priority setting processes of the Ministry by assuming the chairmanship of the Policy and Priorities Committee.

A further organizational change has been the establishment of the position of Assistant Deputy Minister, Administration, and the subsequent appointment of Jim Keenan to that post. The creation of this administration unit brings together all Main Office support services and management improvement activities. Within the next few months I expect that the re-organization of the administration unit will be finalized. Included in this re-organization will be the definition and implementation of the comptrollership function for the Ministry.

The restructuring of Main Office groups has now reached Stage 2. During this stage the groups will be re-organized on a program basis generally reflecting the planning, management and service structure outlined in my November 1977 statement.

Some groups have submitted their Stage 2 plans and are now in the implementation phase. I expect that the remaining Stage 2 proposals will be approved by January and we will be on target for implementation by March 31, 1981.

Last year, I reaffirmed the 20 per cent target (200 positions) for staff reduction in Main Office. While we must meet a constraint commitment to Management Board through this reduction, we have also been able to achieve some degree of decentralization. The Petroleum Resources unit, formerly part of the Main Office Mineral Resources Group, has been relocated in the Southwestern Region and will report to the Regional Director. In addition we have created some new positions in the field including Mineral Resources Co-ordinators in the Northern and Northeastern Regions.

Systems

In the Management Improvement Plan, I placed high priority on the development of management systems which will provide accurate and timely information and help us manage our resources more effectively. I am pleased not only with the considerable progress that has been made in this area, but also with the contributions of many staff members of the Ministry towards the development of these systems.

The Program Management Evaluation Office, under the guidance of Doug Drysdale, has played a major role in developing our Ministry "Management System." A brochure explaining the elements of the system and how employees fit into it was prepared and distributed. The work planning process, a key element of the management system, has worked

exceptionally well. Our system of operational audits has been initiated and is providing meaningful insights into the effectiveness of our various programs.

I am particularly pleased that our work planning and operational audit systems are being studied by several other ministries and I am confident many of our techniques will be adopted in other areas of the government.

During the coming year, emphasis will be placed on the development of other management information systems and special attention will be paid to the integration of computer technologies into the Ministry's management system.

Information Services

In late 1978, Bill Hueston submitted a report regarding information services in the Ministry. A major recommendation of his report was the establishment of a working group to develop more fully the philosophy, goals and objectives of communications by the Ministry and outline a workable communications planning process.

The task was assigned to John Goodman, District Manager, Sioux Lookout. John and his committee have turned in a carefully thought-out report and it is currently being reviewed by Main Office and by the Regions.

Status of Ministry Specialists

Bill Foster, Assistant Deputy Minister, southern Ontario, has been asked to examine, in detail, the role of our specialist and professional staff. Bill will be looking at ways to ensure that the Ministry will continue to attract, stimulate and retain qualified specialist staff to meet the future needs of the Ministry.

Research Programs

Martin F. Walmsley completed his study of research in the Ministry during the summer, and his report and recommendations were thoroughly reviewed by the Policies and Priorities Committee in the fall. Subsequently, I have appointed Dr. Walmsley to the position of the Ministry's Research Co-ordinator, reporting to me. He will begin his new task about the middle of January, 1980, with the first priority being to develop a strategy to implement the recommendations in his useful report.

Human Resources Planning

Under the able direction of Harold Farrant, the Human Resources Planning System is being developed and will shortly be tested in the Algonquin Region.

Although a great deal of work is still required before the system is fully operational, I feel we can take pride in being among the leaders in this important field within the provincial government.

Resource Planning System

Pete Anderson and his committee have completed their work on this project. Their report, which defines the parts of the resource planning system and their relationship to other parts of the corporate planning system, has been received and distributed.

Delegation of Authority

The delegation of authority to appropriate levels of the organization is of vital importance to the Ministry's success in accomplishing its program responsibilities in an efficient and effective manner.

A joint field and main office group was established to identify the areas where increased delegation of authority would assist the Ministry in program delivery.

I have approved the proposals outlined in the committee's report and action is under way to implement the delegation of authority project.

Management Training Seminar

The assignment of greater responsibility and accountability, along with the introduction of new management systems and increased use of the private sector, calls for new management techniques. It is most important that the Ministry provide an opportunity for program managers to develop their skills to meet these new challenges. As a result, I appointed a task group under the chairmanship of Art Walroth, Deputy Regional

Continued

Director, Algonquin Region, to develop a management training plan. This task group has done an excellent job which culminated in the implementation of a program of management seminars beginning in October of this year. The first half of the initial seminar was very favourably received and the second is scheduled for early December. Other seminars are planned for the future to accommodate all appropriate managers.

We are also proceeding with the implementation of a number of other projects that have emerged from the management improvement process and still more projects are being identified as we enter the third year of the Management Improvement Plan.

In the coming year we shall be placing a great deal of emphasis on monitoring the implementation of recommendations to determine if they are achieving the expected results.

I can say without reservation that I am particularly pleased with the progress to date and the outstanding efforts of the many staff in the Field and Main Office who are largely responsible for the success of the Management Improvement program. Special mention must be made of the contribution of George Elliott, Director of Management Improvement for the past two years. George, who was recently appointed Regional Director, Northern Region, assumed responsibility for a complex and difficult task and played a major role in keeping the program on the right track.

Dave Wood, formerly Assistant Director, Policy Development, Conservation Authorities Branch, has been appointed to succeed George Elliott as Director, Management Improvement. During the coming year Dave will be primarily concerned with completing the Main Office reduction exercise, monitoring the implementation of the many recommendations of the Management Improvement Plan and evaluating ongoing management improvement needs for the Ministry.

MINISTRY PROGRAM ACCOMPLISHMENTS

While recognizing the contribution of staff to the Management Improvement Plan, I also want to acknowledge with equal pride the accomplishments in the Ministry's program during the past year. I would like to take this opportunity to describe briefly some of the program highlights in 1979.

ADMINISTRATION

• Customer Service

A customer service trainer has been designated and will be responsible for co-ordinating customer service courses for Ministry staff.

• Publications Policy

A comprehensive publications policy for the Ministry has been approved and the proposals will be circulated shortly.

• Sportsmen's Show Exhibit

The annual Ministry exhibit at the Canadian National Sportsmen's Show in Toronto offered "Ontario's First Indoor Provincial Park" and provided information on park opportunities and other MNR resource management activities to 180,000 enthusiastic visitors.

• Staff Suggestion Plan

The Ministry plan, vitalized by the leadership of Mrs. Isobel Mack, continued its increase in staff involvement and increase in awards for useful suggestions under the chairmanship of Chuck Gray, District Manager, Lindsay District. The publication "Incentives", which announces the staff suggestion winners, was published regularly during the year.

• Bilingual Services

The Ministry has continued to expand its French-language publications including preparation of French-language editions of Strategic Land Use Plans for the Northern and Northeastern Regions and a brochure outlining the Kirkland Lake Initiatives Program.

• Systems Development

Installation of a terminal cluster system throughout the Ministry for access to the Queen's Park computer was

initiated. Establishment of a remote job entry terminal for submission of batch jobs to the Queen's Park computer was completed.

• Guide to MNR Services

A guide to MNR services and information has been forwarded to the printers. This guide should be of considerable assistance to Main Office and Field staff in providing information to the public.

LANDS AND WATERS

• Water Management Reorganization

In order to enhance our capability to establish sound, co-ordinated water management policies, the Conservation Authorities Branch and Engineering Services Branch were amalgamated to form the Conservation Authorities and Water Management Branch.

• Flood Plain Criteria

A proposed Flood Plain Criteria has been approved by Cabinet, and the Ministry is now preparing a policy circular for distribution to municipalities, Conservation Authorities and other interested groups.

• Conservation Authorities Review

A proposed Mandate and Role Statement for the Conservation Authorities is being reviewed by the Conservation Authorities, municipalities and other ministries of government. Based on this review a policy proposal will be submitted to Cabinet.

• Water Management Projects

With the financial and technical assistance of the Ministry, the Conservation Authorities initiated or completed a number of water and other resource management projects including the Bennett-West Davignon Diversion by the Sault Ste. Marie Conservation Authority, the W. Darcy McKeough Dam and Diversion by the St. Clair Region Conservation Authority and the Nickeldale Dam and Reservoir in the Nickel District Conservation Authority.

• Hazard Land Policy

A comprehensive hazard land policy to assist staff in the review of development proposals was approved by the Minister. Detailed land use planning guidelines were finalized.

• Ontario Basic Mapping Program

In accordance with the recent Cabinet approval of an Ontario Basic Mapping Program, an Ontario Basic Mapping Unit has been established. This unit supervised a number of community mapping projects during 1979.

• Remote Sensing Projects

The Centre undertook 50 research projects, completed field work for the bio-physical classification of the Hudson-James Bay Lowlands and completed manuscript maps for geological mapping in northern Ontario.

• Remote Sensing Symposium

An international symposium which included a delegation from the People's Republic of China was hosted by the Ontario Centre for Remote Sensing.

OUTDOOR RECREATION

• Parks Branch Reorganization

Provincial Parks Branch was renamed the Parks and Recreational Areas Branch to reflect expanded responsibilities in non-park outdoor recreation. The Branch was reorganized into four sections: Planning, Development, Operations, and Marketing and Communications.

• Provincial Parks

Awenda and Murphys Point Provincial Parks were officially opened by the Minister of Natural Resources.

• Master Planning

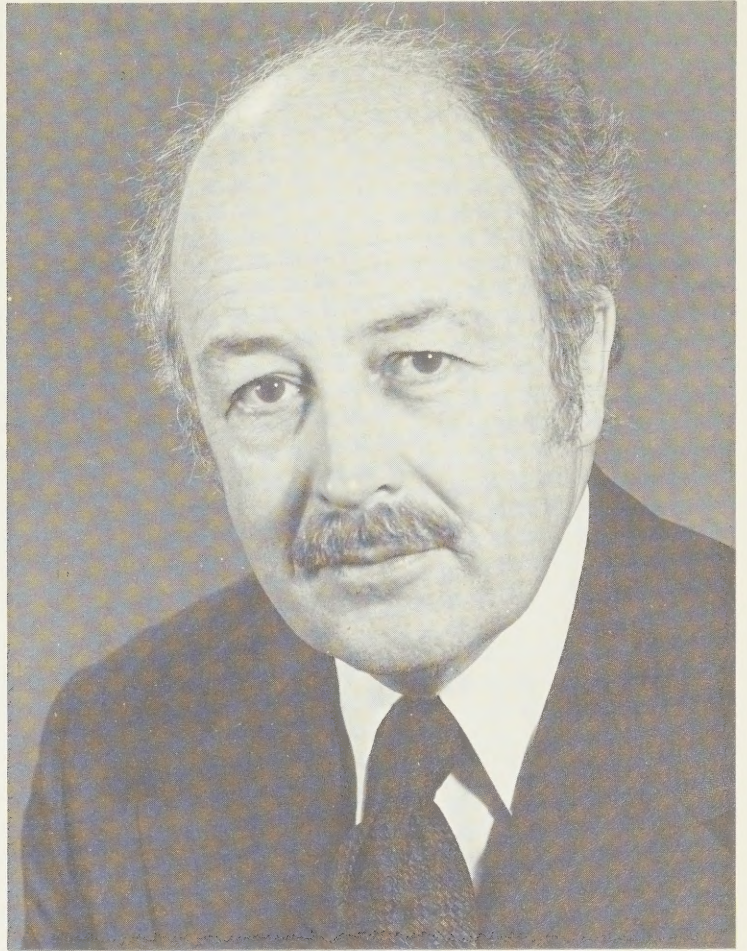
A total of 22 park master plans have been approved by the Minister of Natural Resources with the most recent being Wasaga Beach, McGregor Point, Greenwater, Lake Superior and Sandbanks. Twenty-nine master planning projects are in progress.

• Provincial Parks Council

The Parks Council co-ordinated a public participation

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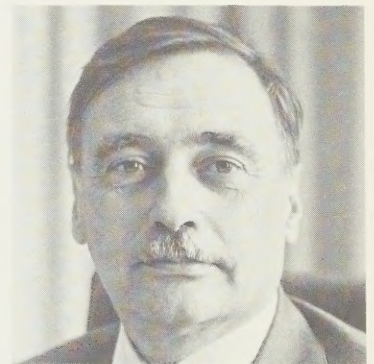
DEPUTY MINISTER



Dr. Keith Reynolds
Deputy Minister



Michele Fordyce
Director
Policy Co-ordination Secretariat



Ken Armson
Special Adviser
Forest Regeneration

program as part of the five-year review of the Algonquin Provincial Park Master Plan. More than 1,200 people attended public meetings at seven information centres and more than 250 briefs were submitted. The Parks Council will make recommendations to the Minister later this year regarding any revisions to the Plan.

- **Tourism Study**

In 1978, Cabinet requested the Ministry to investigate means by which Ontario's Provincial Parks could make a more significant contribution to tourism. Supported by consultant studies, Parks and Recreational Areas Branch has embarked on a program to develop tourism initiatives related to Provincial Parks. These steps include working closely with the private sector for complementary promotional efforts, privatization of appropriate facilities in parks, etc.

- **Film Award**

The 14-minute MNR film on Polar Bear Provincial Park, produced as part of the master planning process, was selected by the Outdoor Writers Association of America as the best conservation film made in North America during 1978.

- **Fisheries Branch Reorganization**

The Branch was restructured into three sections: Program Development, Client Services and Research Studies.

- **Strategic Plan for Ontario Fisheries**

With funding approved in June, 1979, work has begun on this multi-year program to enhance the fisheries resource of the province. Major SPOF projects under way include the establishment of two new fisheries assessment units, hatchery renovation and expansion, development of a fisheries information system, rehabilitation of degraded fisheries habitat, and a major public education program.

- **Fish Culture Training Course**

For the first time in two years, a two-week training session was available to hatchery staff to bring them up-to-date on all aspects of the fish culture program.

- **Moose Management**

A comprehensive moose management policy proposal was developed, and public input is currently being obtained through a brochure, meetings and displays around the province.

- **Deer Management**

A multi-faceted program for improved deer management was developed, and implementation is being worked out. Two films were put into circulation to provide background to the public on changes in our policy.

- **Hunter Education**

A revised hunter licence examination which upgrades standards required for first-time hunters and those unable to provide proof of hunting experience was initiated in August.

FOREST RESOURCES

- **Pulp and Paper Sector Assistance**

An inter-ministerial task force has been established under the direction of the Ministry of Industry and Tourism to review, analyze and recommend appropriate mill modernization and pollution abatement capital expenditure proposals for government/industry cost sharing assistance in accordance with a special \$100 million component under the Employment Development Fund announced in the 1979 Ontario budget.

- **Kapuskasing Forest Regeneration Conference**

As a result of the very successful regeneration conference held in Thunder Bay in 1978, a second conference was convened in Kapuskasing to review the management of boreal forests in the clay belts of northeastern Ontario. The emphasis was on the vital topic of black spruce regeneration. Proceedings of the conference have been published.

- **Amendments to The Trees Act**

Amendments to The Trees Act which increase penalties and facilitate prosecutions under municipal tree cutting by-laws were approved by the Legislature.

- **Forest Management Agreements**

A Forest Management Agreement has been developed with the support of the forest industry and is ready for use as soon

as enabling legislation is passed. This agreement will be an integral component of ministry/industry co-operation in future forest management activities.

MINERAL RESOURCES

- **Kirkland Lake Incentives Program (KLIP)**

A five-year program to stimulate mineral exploration activity in the Kirkland and Larder Lake areas has been initiated. The first season of field survey work which indicates favorable mineral bearing strata and ore controls will provide guidelines to exploration direction for gold in the area.

- **Scientific Review Office**

The office published geophysical maps, open file reports, final geological survey reports, guide books, miscellaneous publications and brochures and developed two new publication series during 1979—NOETS (Northern Ontario Engineering Geology Terrain Studies) and ARIP (Aggregate Resources Inventory Papers).

- **Engineering and Terrain Geology**

The final stage of a broad-scale mapping of sand and gravel deposits and the evaluation of surface terrain conditions on 375,000 km² (145,000 square miles) in northern Ontario were initiated in 1979. This project is the largest of its kind in Canada. Sub-surface data for the James Bay Lowlands were also obtained and published.

- **Electromagnetic Surveys**

In September, 1979, an airborne electromagnetic survey of part of the Kirkland Lake area was released to the public. Exploration personnel came from various parts of Canada to take part in the "rush" to acquire ground having gold and base metal potential. Staff geophysicists worked in conjunction with geophysicists from Scintrex Ltd. to produce terrain mapping information collected from an airborne platform. This was the first time a scientific survey of this type has been carried out in the world.

- **Uranium Reconnaissance**

Under the uranium reconnaissance program, seven maps and 30 profiles of 12 areas have been produced and released to the public.

- **Metallic Minerals**

The Metallic Minerals Section published four major papers during 1979: "Factor Substitution and Biased Technical Change in the Canadian Mining Industry," "The Platinum Group of Metals—Ontario and the World," "The World Mineral Markets—an Econometric and Simulation Analysis," and "Guide to Legislation Affecting Mining in Ontario."

- **James Bay Lowlands**

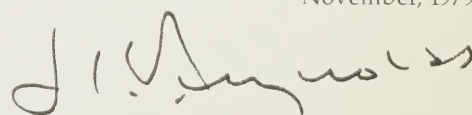
The Ministry reopened 1.52 million hectares (3.75 million acres) in the James Bay Lowlands to mineral exploration.

It is clear from this brief summary of the Ministry's achievements that we are making substantial progress on a number of fronts. The fact that these accomplishments have taken place in a period of fiscal and staff constraints speaks highly of the dedication, effort and productivity of all staff.

However, as the Ministry prepares to enter the 1980s, we cannot afford to dwell for long on past achievements. We must be prepared to anticipate and plan for future program needs, to review existing programs critically, and to develop innovative approaches which will enhance our capability to meet the challenges the new decade will inevitably bring.

The 1980s will be an exciting and productive decade during which the Ministry of Natural Resources will play an increasingly important role in providing a high degree of service to the citizens of this province. I am sure that every one in the Ministry is ready to meet the challenge.

November, 1979



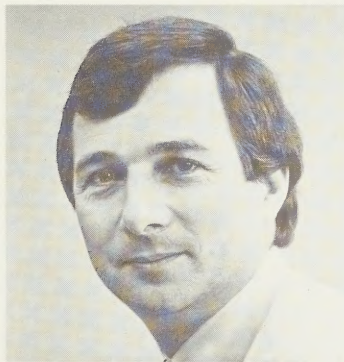
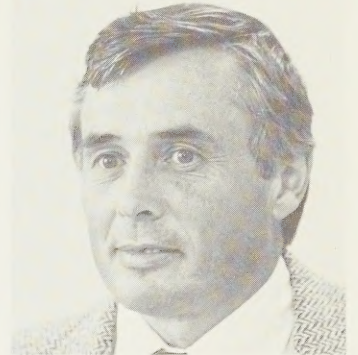
J.K. Reynolds Deputy Minister

ADMINISTRATION

Jim Keenan
Assistant Deputy Minister
Administration



Doug Drysdale
Executive Co-ordinator
Program Management
Evaluation



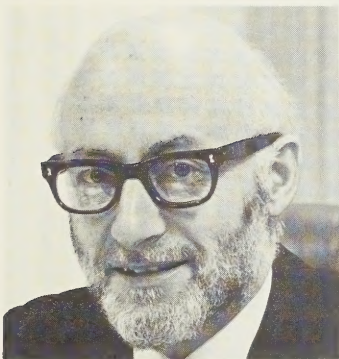
Dave Wood
Director
Management Improvement Plan



Harold Farrant
Director
Human Resources Planning



Mark Cox
Co-ordinator
Program Analysis



Inset:
M.S. Smith, Director,
Legal Services



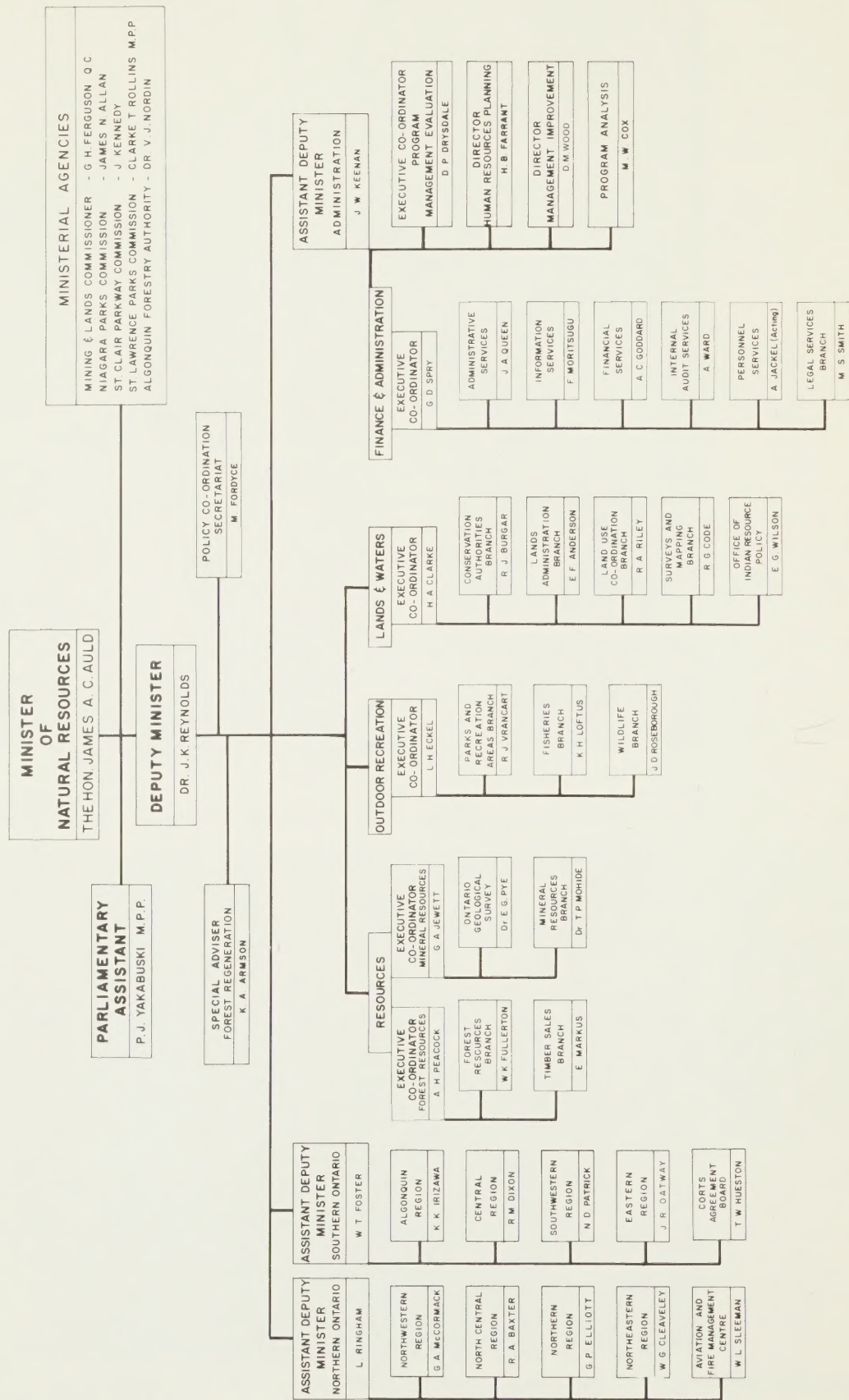
Finance and Administration Group
Standing; left to right:
G.D. Spry, Executive Co-ordinator,
Finance and Administration Group;
J.A. Queen, Director, Administrative

Services; A.C. Goddard, Director,
Financial Services; A. Ward, Director,
Internal Audit Services; A. Jackel,
Acting Director, Personnel Services;
F. Moritsugu, Director, Information Services

Sitting; left to right:
D.M. Powers, Budget and Financial
Analysis Unit; E. Rhodes, Women's
Co-ordinator; C.K. Moulson, Systems
Co-ordinator

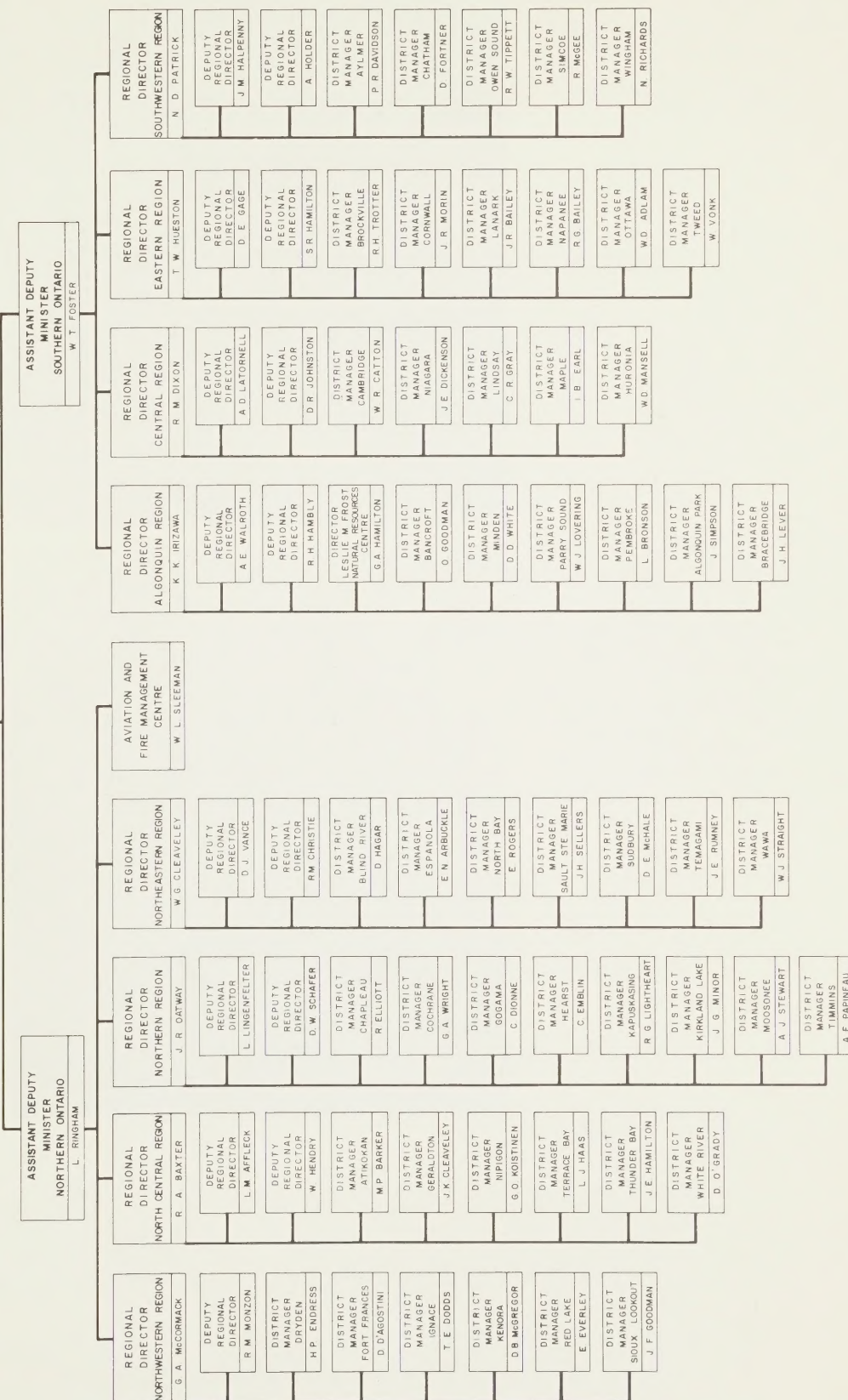
MAIN OFFICE

MAIN OFFICE



**MINISTER
OF
NATURAL RESOURCES**
THE HON. JAMES A.C. AULD

DEPUTY MINISTER
DR. J.K. REYNOLDS



MAIN OFFICE GROUPS

Outdoor Recreation

(left to right)

Doug Roseborough, Director,
Wildlife Branch
Ron Vrancart, Director,
Parks and Recreational Areas Branch
Ken Loftus, Director,
Fisheries Branch
Lloyd Eckel, Executive Co-ordinator,
Outdoor Recreation Group



Lands and Waters Group

Standing; left to right:

R.G. Code, Director, Surveys and
Mapping Branch; R.J. Bugar, Director,
Conservation Authorities and Water
Management Branch; E.F. Anderson,
Lands Administration Branch

Sitting; left to right:

E.G. Wilson, Director, Office of Indian
Resource Policy; H.A. Clarke, Executive
Co-ordinator, Lands and Waters Group;
R.A. Riley, Director, Land Use
Co-ordination Branch





Forest Resources

(left to right)

Bill Fullerton, Director, Forest Resources Branch

Ed Markus, Director, Timber Sales Branch

Al Peacock, Executive Co-ordinator, Forest Resources Group



Mineral Resources

(left to right)

Dr. Tom Mohide, Director, Mineral Resources Branch

Dr. Ed Pye, Director, Ontario Geological Survey

George Jewett, Executive Co-ordinator, Mineral Resources Group

FIELD OFFICES



Lew Ringham
Assistant Deputy Minister
Northern Ontario



Len Sleeman
Director
Aviation and Fire Management Centre



Inset:
G. A. McCormack,
Regional Director



Northern Region

Left to right: (Back Row)
C. Emblin, District Manager, Hearst;
C. Dionne, District Manager, Gogama;
A. J. Stewart, District Manager, Moosonee;
R. Elliott, District Manager, Chapleau;
J. E. Hamilton, *Acting* District Manager,
Kirkland Lake; G. A. Wright, District
Manager, Cochrane; R. G. Lighthouse,
District Manager, Kapuskasing
(Front Row)
L. Lingenfelter, Deputy Regional
Director; G. P. Elliott, Regional Director;
D. W. Schafer, Deputy Regional
Director



Northwestern Region

Standing; left to right:
J. F. Goodman, District Manager,
Sioux Lookout; D. B. McGregor, District
Manager, Kenora; T. E. Dodds, District
Manager, Ignace; J. K. Cleaveley, District
Manager, Fort Frances; E. Everley,
District manager, Red Lake; H. P.
Endress, District Manager, Dryden.
Sitting; left to right:
D. R. Fortner, Deputy Regional Director;
R. M. Monzon, Deputy Regional
Director

NORTHERN ONTARIO



Northeastern Region

Standing, left to right:

Earl (J. E.) Rogers, District Manager, North Bay; Don (D. L.) Hagar, District Manager, Blind River; Ted (D. E.) McHale, District Manager, Sudbury; Ed (E. N.) Arbuckle, District Manager,

Espanola; Bill (W. J.) Straight, District Manager, Wawa; John (J. H.) Sellers, District Manager, Sault Ste. Marie; John (J. E.) Rumney, District Manager, Temagami

Seated, left to right:

Ron (R. M.) Christie, Deputy Regional Director, Sudbury; Bill (W. G.) Cleaveley, Regional Director, Sudbury; Don (D. J.) Vance, Deputy Regional Director, Sudbury



North Central Region

Left to right:

A.M. Harjula, District Manager, Atikokan; D. O'Grady, District Manager, Terrace Bay; W. Hendry, Deputy Regional Director; R. A. Baxter, Regional Director; L. M. Affleck, Deputy Regional

Director; J. D. Walker, District Manager, Geraldton; G. O. Koistinen, District Manager, Nipigon

NOTE: W. Hendry is also Acting District Manager for Thunder Bay District.

FIELD OFFICES



Bill Foster
Assistant Deputy Minister
Southern Ontario



Inset:
R. M. Dixon,
Regional Director



Central Region

Left to right:

A. D. Latornell, Deputy Regional Director; C. R. Gray, District Manager, Lindsay; I. B. Earl, District Manager, Maple; W. D. Mansell, District Manager, Huronia District; W. R. Catton, District Manager, Cambridge District; D. R. Johnston, Deputy Regional Director; J. E. Dickenson, District Manager, Niagara



Bill Hueston
Chairman
CORTS Agreement Board



Eastern Region

Back row, left to right:

J. R. Morin, District Manager, Cornwall;
R. G. Bailey, District Manager, Napanee;
R. H. Trotter, District Manager, Brockville;
J. R. Bailey, District Manager, Lanark;
W. Vonk, District Manager, Tweed;
W. D. Adlam, District Manager, Ottawa

Front row, left to right:

J. R. Oatway, Regional Director;
D. E. Gage, Deputy Regional Director;
S. R. Hamilton, Deputy Regional Director

SOUTHERN ONTARIO



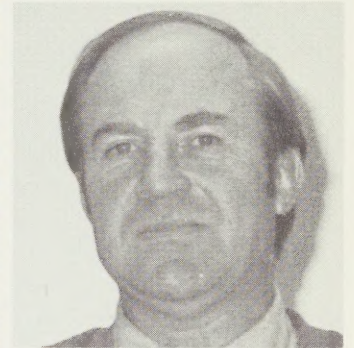
Algonquin Region

Left to right:

J. H. Lever, District Manager, Bracebridge; A. E. Walroth, Deputy Regional Director; D. D. White, District Manager, Minden; J. Simpson, District Manager, Algonquin Park;

R. H. Hambly, Deputy Regional Director; K. K. Irizawa, Regional Director; M. P. Barker, District Manager, Bancroft; W. J. Lovering, District Manager, Parry Sound; G. A. Hamilton, Director,

Leslie M. Frost, Natural Resources Centre



Insert:

L. J. Haas, District Manager, Pembroke

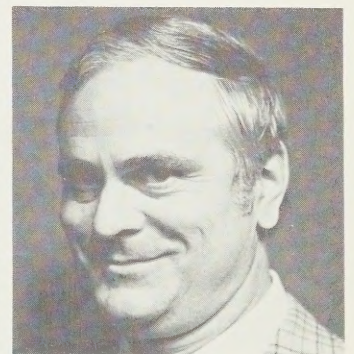


Southwestern Region

Left to right:

R. McGee, District Manager, Simcoe; J. D. Parker, District Manager, Chatham; A. Holder, Deputy Regional Director; N. D. Patrick, Regional Director;

N. Richards, District Manager, Winham; R. W. Tippet, District Manager, Owen Sound; P. R. Davidson, District Manager, Aylmer



Insert:

J. M. Halpenny, Deputy Regional Director



Ministry of
Natural
Resources

Ontario

Hon. James A. C. Auld
Minister

Dr. J. K. Reynolds
Deputy Minister

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